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Beginning the Transformation

Marine Corps Recruit Depot Parris Island, South Carolina



U.S. Marine Corps
Marine Corps Recruit Depot / Eastern Recruiting Region
Parris Island, South Carolina

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FOREWORD

This booklet is designed to aid the officers, Marines, Sailors, and Civilians of Marine Corps Recruit Depot Parris Island and the Eastern Recruiting Region (ERR) in understanding how we transform Recruits into United States Marines through Values Based Training (VBT). The purpose of VBT is to establish a common set of values that every Marine can understand and uphold. These common values underpin teamwork and discipline, and – ultimately – build trust and confidence in fellow Marines, in our leaders, and...always... with the American people.

The volatile and uncertain nature of today's operating environment mandates that we maximize tempo with a decentralized fighting style. An essential element of the operating environment is the requirement for Marines of all ranks to make ethical decisions in the chaos of combat. The concept of the "Strategic Corporal" requires a Marine Noncommissioned Officer (NCO) whose sound judgment facilitates ethical decisions while leading Marines in complex, rapidly evolving environments. VBT provides the strong foundation for a Marine's character that allows him or her to fight and make sound decisions in any situation.

To win, it takes more than fighting and killing; Marines in combat must uphold our principles, our values, and our integrity. General J.T. Conway, our 34th Commandant stated:

"...Marines must know right from wrong and have a firm moral compass to guide their actions... This mindset cannot –will not–be developed at the moment of action in combat; it must be ingrained beforehand by mature leaders, realistic training, and the steady resolve of a principled warrior. Marines must possess an "ethical muscle memory" to make instinctive decisions when rounds are impacting nearby, it's 120 degrees, and your buddy is bleeding. An ethical mindset frames the problem—then it takes the moral and physical courage of a Marine to do the right thing!"¹

Today's new Marine is tomorrow's NCO. Developing young men and women into Marines who commit to our core values and demonstrate fundamental character and warrior ethos is the mission of Recruit Training and the Marine Corps does it better than anyone else in the world. That said, recruit training is the first step in the training and education continuum. To achieve and sustain the desired end state of sound judgment

¹ General J.T. Conway, "Noncommissioned Officers Will Win This War", November 2007 Leatherneck Magazine

in combat and in garrison, these common values must continue to be emphasized and reinforced within the operating forces and supporting establishment.

The concepts in this booklet are not new to the Marine Corps or to Recruit Training. What is new is how they are taught, how they are measured, and -- most importantly -- who teaches them. In the past, the measure of effectiveness was doing things right. The standard today is doing the right things. In practice, this means that the seven graduation requirements are no longer the "ends." Rather, they are the "means" by which we develop and evaluate a Recruit and his/her transformation to a Basic Marine -- one who has embraced our core values. This requires every leader to understand how values fit into every action at Parris Island and within the Eastern Recruiting Region.

Our challenge is two-fold. First, we must find and enlist young men and women who are willing to volunteer to serve our Country as United States Marines. These young men and women come with a variety of experiences and their character and personal values up to this point have been shaped by their background. Our task is to have each Recruit take personal ownership of our core values and demonstrate them consistently as a Marine. The second challenge is to sustain the experience and expertise of our Recruiting and Recruit Training Commands. Our civilians play a key role in the continuity of operations as Marines rotate. That continuity, coupled with leadership, mentorship, up-to-date orders and directives, and professional military education will ensure mission accomplishment.

Every Marine, Sailor, and Civilian aboard the Depot and within the Eastern Recruiting Region must make a commitment to be engaged in the transformation process. The essence of our mission statement -- "We make Marines who are committed to our core values in service to the country" -- depends upon our dedication and perseverance. Our Corps and our Nation deserve nothing less.



P.E. LEFEBVRE
Commanding General
Marine Corps Recruit Depot / Eastern Recruiting Region

*We make Marines.
The Best in the World.*

"The Core values that are imbued into the Marines during recruit training will not only sustain them throughout their career in the Marine Corps, but will last them a lifetime. If every teenager in America was required to embrace our Core Values, this country would be a much better place."

- SgtMaj Stillings, Support Battalion

"Values Based training starts from the time a recruiter sees the potential in a young person's ability to accept and meet the high standards of being a Marine. It is not just training, it is a way of life, a thought process that becomes a part of you and guides your thoughts and actions on and off duty - doing the right things and right living."

- SgtMaj Daniels, 1st Recruit Training Battalion

"At Recruit Training, we begin the transformation of Recruit to U.S. Marine. A vital part of that process is instilling our Core Values into these young men and women. Honor, Courage, and Commitment are not just words to us; they are the bedrock of our foundation as Marines. It is how we live our lives. It guides us not only through our daily lives, but also through the most exacting and demanding of situations - combat. Our Core Values enable us to live the Warrior Ethos and be that War fighter that is needed on the battlefield today; able to fight on one street, and care for innocent civilians on the next. All Recruits come to Recruit Training with a flame of values deep inside them. Over the course of twelve weeks, Drill instructors, through their teaching, mentoring, leading, and most importantly by example; take that flame and transform it into a roaring inferno of our Core Values. The transformation of civilian into Marine is accomplished and follow on leadership in the Fleet ensures those same Core Values are always honed and sharpened. The end result is a Marine who is grounded in our Core Values, able to serve their Corps and Country, and return to society a better person and better member of society."

- SgtMaj Baker, 2nd Recruit Training Battalion

"Our Core Values are the Ethical and Moral Values that we use to inspire, lead, and mentor young men and women in the United States Marines. These values should be used in our decision making process whether we are in a war, or in our civilian communities"

- SgtMaj Cadd, 3rd Recruit Training Battalion

"Values Based Training methodology requires empowering those recruits to believe they can and will succeed at every phase of training set before them. It takes personal investment. Each drill instructor holds the key to their transformation. It begins when each recruit is allowed to see the living embodiment of those who have done it before them."

- SgtMaj Brown, 4th Recruit Training Battalion

"The drill instructor is the role model who will forever be emulated by his or her Marines. We are proud to be an organization enriched with ethics and common courtesy; these principles are the foundation of what we do. We not only make Marines, but produce better citizens. The core values, physical stamina, and unrelenting work ethic of the Marine drill instructor demands positive results with the common goal of character development. Success at Drill Instructor School begins with the four H's: Humility, Hard Work, High Energy, and Hydration"

- 1stSgt Courville, Drill Instructor School

"Every person inevitably has a learned set of morals and values by which decisions are made. The goal of Marine Corps Values Training whether at the entry level or within the operating forces is to align and maintain that alignment with "OUR" values by interactive discussion and most importantly, personal example"

- 1stSgt James, Recruit Processing Company, Support Battalion

"It's all about character, we must train them to think, talk, and act core values, then it becomes habit and your habits become your character, and your character becomes your destiny"

- 1stSgt Lewis, C Company, 1st Recruit Training Battalion

"Our Recruiters continue to send the best and brightest to the yellow footprints. Their hard work and dedication are vital to our success here in making Marines."

- 1stSgt Aurelio, Lima Company, 3rd Recruit Training Battalion

v

Table of Contents

Chapter 1. Introduction	1
Purpose of this Document	1
What is Transformation?	1
Why Transformation?	2
Characteristics of Millennials	2
Chapter 2. Mission, Vision, & Objectives	3
Commandant's Guidance and Task	3
Our Mission and Vision	4
Objectives of Eastern Recruiting Region	4
Objectives of Marine Corps Recruit Depot, PI	4
Chapter 3. Phase I – Recruiting	7
What is Values Based Screening?	8
What are the Qualifications?	8
Role of the Delayed Entry Program in Transformation	9
Chapter 4. Phase II – Recruit Trainings: Values Based Training	11
What is Values Based Training?	11
What is Character?	11
What is our Warrior Ethos?	12
How do we transform character and develop a Warrior Ethos through VBT?	13
Individual Values, Attitudes, and Behaviors – The Foundation	13
Mental, Moral, and Physical Discipline	14
Values – Our Core Values	14
Leadership	16
Leadership Traits	16
Leadership Principles	17
Chapter 5. How We Make Marines – Values Based Training Methodology	19
Systems Approach to Training	19
Values Based Training Phases	21
The Tools to Build Character and a Warrior Ethos	21
Phase I: Foundation	23
Phase II: Reinforcement	24
Phase III: Evaluation	24

Phase IV: Transition	26
Chapter 6. Leadership – Roles and Responsibilities	27
Recruiting: Command Structure and Roles & Responsibilities	27
Recruiters School	28
Recruiters	28
Career Recruiters	29
Recruit Training	29
Drill Instructor School	30
Drill Instructor (DI)	31
Senior Drill Instructor (SDI)	31
Senior Enlisted Advisors	32
Officers	32
Weapons and Field Training Battalion	32
Chapter 7. Training Continuum – Maintaining our Warrior Ethos	35
Sustaining the Transformation and Maintaining our Warrior Ethos	35
Foundation	36
Reinforcement	36
Evaluation	37
Transition	37
Chapter 8. Conclusion	39

Chapter 1

Introduction

For the Marine Corps to succeed, all Marines must demonstrate strong character and a warrior ethos. The legacy and success of our Corps has been based on our warrior spirit underpinned by strong character. Marines have fought in every clime and place, overcome adversity, and persevered in their fight to support and defend our Constitution and our citizens. Our famed slogan, "The Few, the Proud," is not just a catchy phrase -- it is a statement of who we are as United States Marines. Success doesn't just happen. It is forged through the blood and sweat of both past and present Marines; it is founded in the character and warrior ethos of every Marine; and it is refined and sustained by understanding and adhering to our core values of Honor, Courage, and Commitment. It is on this foundation that Marines will accomplish any mission and make sound ethical decisions in combat, at home stations, in Recruiting, in the Recruit Training environment, and as citizens of this great Nation.

Purpose of this Document

In an era of maneuver warfare, counterinsurgency, and decentralized decision making, Marines at the lowest tactical level must be committed to fighting with Honor, Courage, and Commitment. This document provides an overview of how we transform the finest young men and women our nation has to offer into basic Marines who understand and demonstrate a commitment to upholding our values.

What is Transformation?

The concept and term "Transformation" is not new. Under the leadership of General C.C. Krulak, the 31st Commandant of the Marine Corps, Transformation was introduced as the means by which the Corps would improve self-confidence, build strength of character, and instill a common set of positive values. The desired end state was to transform young men and women mentally and physically to not only be better prepared to fight and win in the 21st century... but also to be better Americans². Transformation is a five-phase process that begins with an applicant's first contact with a Marine Recruit. Phase II, Recruit Training, is the main effort of the Transformation process. There, we establish a solid foundation based on common values and military skills. Phase III is focused on Marine Combat Training Battalion and Infantry Training Battalion at the School of Infantry where we continue to build on the foundation established in Recruit Training. Phase IV focuses on the reinforcement, sustainment, and follow on training that occurs in the operating forces and the importance of unit cohesion. Finally, Phase V emphasizes that our values not only serve the

² ALMAR 160/97, Entry Level Training Changes

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CPM

Marine Corps, but also lead to a more productive citizen once a Marine has completed his or her service to our Country.

Why Transformation?

MCRP 6-11D, *Sustaining the Transformation*, published in June 1999, cited two reasons for Transformation. The first was an anticipated change in the operating environment in which our Marines would be employed and the need to prepare them for future battles. Our history, our warfighting concepts and doctrine, and our experiences in Somalia and now Iraq, Afghanistan, the Horn of Africa, and countless other places, validated the requirement to train Marines for decentralized operations, advanced technology, increasing weapons lethality, asymmetric threats, the mixing of combatants and noncombatants, and urban combat. Additionally, to succeed in this environment, Marines must demonstrate sound judgment and be trained to the highest standards. They must be self-confident, and have absolute trust in members of their unit. Marines must fully understand and appreciate the bond we have to our great nation and to each other. The transformation is designed to make this kind of Marine.

The second reason cited was to address the subtle changes in the norms and expectations of America's youth from generation-to-generation. Generations form different values based on their experiences, styles, and attitudes. These values can impact an individual's ethics and morality.³ Understanding the influences and characteristics of generations helps to guide our leadership, training, and education of Marines.

• What are the characteristics of Millennials?

The Millennial Generation, born between 1980-2002, has been influenced by the Internet, cable TV, cell phones, I-Pods, the Columbine High School shooting, 9/11, celebrity scandals, and significantly by their parents. They value education, change, innovation, balance of work and play, close relationships with their parents, and self-expression. Diversity is not an issue; they accept cultural and social deviations. They live for today and crave challenges. They also tend to be socially responsible and are civic-oriented. The millennial generation is team oriented and they want to understand the big picture. They seek flexibility and results; their respect must be earned. This generation is technologically advanced and skilled at multi-tasking. They tend to trust individuals over institutions, but are very patriotic. The millennials seek to be part of a team that is fair, challenging, serves the people, and builds confidence and self-reliance. What we teach and how we act must account for these factors. "Talking the talk and walking the walk" for Recruiters and Recruit Trainers has never been more important.

Chapter 2

Mission, Vision, and Objectives

*"While the tactics, techniques, and procedures of warfare change over time, it is the individual Marine who is responsible for winning on the battlefield and upholding the values of the Corps. Our most critical task is to make Marines who are ready to accomplish the mission and embody the qualities associated with the title 'United States Marine.' From recruiting, to entry level training, to service in our Corps, and as citizens, the 'transformation' of our Marines is an ongoing process."*⁴

- General J.T. Conway, 34th Commandant of the Marine Corps

Commandant's Guidance and Task

In the Commandant's 2006 Planning Guidance, General Conway stated that one of his key priorities was to rededicate ourselves to our Core Values and Warrior Ethos. The Commandant is focused on the transformation process at Recruit Training and has placed increased emphasis on training for ethical decision-making. His desired end state is to "imprint core values on the soul of a basic Marine."

*"The challenges of combat demand strong leadership at all levels, but in particular where the 'rubber meets the road.' This is where the Corps has its greatest strength---the steadfast leadership of our NCOs. These small unit leaders reinforce our Core Values of Honor, Courage, and Commitment---through example and action, and this value system is crucial to winning the Long War. While the battlefields may change, our values will not."*⁵

Another key priority was to "Right Size the Force" in order to meet mission requirements and achieve a 1:2 deployment-to-dwell ratio. The challenge to Recruiting Command and the Recruit Training Depot is increasing the number of new Recruits while maintaining both Recruiting and Recruit Training standards. As we view Transformation, we cannot forget this increased stress on our Recruiting and Recruit Training Force. Standards will not be compromised. If anything, we are making them tougher. To sustain our legacy, our Corps must continue to find and train the very best.

³ MCRP 6-11D, *Sustaining the Transformation*

⁴ 34th Commandant of the Marine Corps, *The Way Forward*, 2006

⁵ General J.T. Conway, "Noncommissioned Officers Will Win This War", November 2007 *Leatherneck Magazine*

Our Mission and Vision

Depot Mission

Our mission is simply stated: "We make Marines who are committed to our core values in service to the country." However, developing or refining the character of future Marines who embrace our core values of Honor, Courage, and Commitment is complex. It takes a cohesive team of Marines, Sailors and Civilians who are committed to upholding the legacy and operational relevance of the Corps by attracting qualified young men and women and transforming them mentally, physically and morally into U.S. Marines. Every Marine, Sailor, and Civilian assigned to Eastern Recruiting Region and Marine Corps Recruit Depot Parris Island plays a role in accomplishing this mission either directly or by supporting our Recruiters, Trainers, and Recruits.

Objectives of the Eastern Recruiting Region

Our recruiting force lives and works in the cities and communities of this country. They are often the only Marine a student, parent, teacher, or young person may meet and know. The Marine Recruiter's example and professionalism is paramount in upholding and sustaining our proud reputation. The mission of our Recruiting Force is to find qualified men and women who seek a challenge – men and women who want to make a difference and who are committed in service to our country and their own professional and personal development. Some of the key objectives of the Eastern Recruiting Region include:

- Demonstrate, by daily actions, our core values of Honor, Courage, and Commitment in communities and schools across the region.
- Find and enlist young men and women who meet established enlistment qualifications and have the desire to become United States Marines.
- Uphold our leadership traits and principles in the pursuit of mission accomplishment.

Objectives of Marine Corps Recruit Depot, Parris Island

The heart of Transformation takes place at the Recruit Depots. Their primary objective is the development of character and a warrior ethos through mental, moral, and physical discipline. It is at the Marine Corps Recruit Depots that young civilian men and women are transformed into a basic Marine. A basic Marine is one who has embraced our core values and is transformed by our Corps' shared legacy. A basic Marine represents the epitome of personal character, selflessness, and military virtue. That said, a basic Marine is not fully trained and ready for world-wide service. The Recruit Depots establish a solid foundation on which Marine Combat Training (MCT), Military Occupational Specialties (MOS) schools, the operating forces/supporting establishment, and our society continue to build upon. Some of the key objectives of Recruit Training include:

definition of a Marine

- Character Development: To instill an understanding and develop ownership of our Core Values of Honor, Courage, and Commitment; and create a Marine who is prepared to make, and capable of making, ethical decisions with confidence.
- Discipline: Develop self reliance; instill a sense of unit before self; teach respect for authority; and create the response of instant obedience to orders.
- Esprit de Corps: Continue to develop the Corps' rich tradition of promoting values; instill warrior spirit and ethos; and inspire enthusiasm, devotion, and pride.
- Military Bearing: Properly wear uniforms and exhibit military presence at all times.
- Individual General Military Subjects: Achieve mastery of Marine Corps history, drill, policies, and military law.
- Individual Combat Basic Tasks: Achieve mastery of marksmanship, first aid, and required Marine Corps Common Skills in order to function as a basic Marine.
- Combat Conditioning: Develop physical fitness, endurance, and proper weight distribution.

Chapter 3

Phase I – Recruiting

*"I enlisted in the Marine Corps before my senior year of high school, not because of a lack of options but because it had been my dream. Since the day I stood on the yellow footprints at Parris Island, not a single day has passed that I haven't appreciated the decision I made. I chose to become one of the few so I could have the honor of serving our great nation; to protect the rights of the American people, my family and my friends. 9/11 happened while I was at Recruit Training and from that point on we were a proud nation, and as a Marine I was right at the tip of the spear. I knew I'd have the opportunity to do what I had joined to do. And I did. Every single day in Iraq we helped build a nation. For that I am proud. I'm proud of my fellow Marines, I'm proud of my fellow Americans and I'm proud to be a United States Marine."*⁶

- Sergeant Nate Dietsch, Girard, PA

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Young men, like Sergeant Dietsch, who had the dream of becoming a Marine are unfortunately not the reality our Recruiting Force deals with on a regular basis. The reality is that the Marine Corps is not an all volunteer force -- it is an all recruited force. The majority of men and women who join the Marine Corps have been screened and convinced by a Marine Corps Recruiter to take up the challenge of becoming a Marine. Because of this, recruiting duty is considered one of the most challenging assignments in the Marine Corps. A Marine Recruiter will make thousands of phone calls, canvass and meet hundreds of people in malls or shopping centers, and visit assigned high schools daily to sometimes find just one individual who has the qualifications and the desire to become a United States Marine. A big part of the challenge is educating, community leaders, educators, parents, and potential applicants on our enlistment qualifications and how transformation and service as a United States Marine not only defends our Nation, but also produces better citizens.

Young people are motivated by different reasons to join. Most are looking for a challenge and to build self-confidence, while others are motivated by a sense of patriotism and defense of our country. Key to success in Recruiting is establishing honest relationships and building trust within our communities, in our high schools, and with potential applicants and their families. Our Recruiters must demonstrate daily our core values of Honor, Courage, and Commitment.

⁶ www.marines.com, "Our Marines, Our Stories"

What is Values Based Screening?

The Marine Corps seeks young men and women who have the fundamental character traits and personal values that will facilitate their transformation to a United States Marine. Values Based Screening is the diligent screening of every applicant to ensure they are mentally, morally, and physically qualified per established enlistment standards. Prior to an interview or filling out enlistment paperwork, a potential applicant must undergo this rigorous screening process. Our enlistment qualifications and standards are high; many young men and women do not meet these standards and are turned away. It is the Marine Recruiter's responsibility to conduct this thorough screening. As a Marine, a Recruiter is expected to emulate and model Honor, Courage, and Commitment in the conduct of the screening process. Integrity and honesty are paramount. Moral courage is a must. Commitment to maintaining our high standards is essential to mission accomplishment.

What are the Qualifications?

In the 21st century, Marines must be capable of operating with advanced technology and weaponry on an increasingly high-tech battlefield. Marines are required to out-think the enemy by anticipating actions and developing strategies to deny those actions. A Marine must also be trusted to make sound judgments at the lowest tactical levels. He/she must have a moral foundation that supports trust and confidence. Lastly, it is essential that Marines are physically fit and disciplined. When the going gets tough, Marines must be counted on to demonstrate the courage and commitment to carry out the mission honorably.

To qualify for this job description, the Marine Corps recruiting standards are:

- Mental:
 - 95% of Marines who serve are/must be a high school graduate or have completed an accredited home school program. The remaining 5% may be individuals with a GED provided they have completed at least the 10th grade in a traditional high school.
 - 63% or better of Marines have scored in the top three categories on the Armed Services Vocational Aptitude Battery (ASVAB). Applicants unable to pass this test are rarely allowed to serve. Test scores on the ASVAB also weigh heavily in future Military Occupational Specialty (MOS) assignment.
- Moral:
 - Applicants cannot have a history of serious drug use. Unfortunately, recreational drug use is not uncommon in many communities across the Country. Each applicant's history of drug use as well as drug testing determines if he/she has the potential to earn the title Marine.

- Applicants are also screened for serious police involvement. The Marine Corps is not a zero-defect organization and it recognizes that teenagers make mistakes and often learn valuable lessons never to be repeated. Key to becoming a Marine is being honest about any charges and/or convictions and completing all sanctions. Each incident is reviewed in detail and the whole person concept is applied in determining if an individual has the moral fiber to be transformed into a Marine.

- Physical:

- Applicants must pass a medical examination conducted at a Military Entrance Processing Station (MEPS). For the health and safety of the applicant, as well as the ability to successfully complete Recruit Training and serve as a Marine world-wide, all known medical history must be disclosed in order to fully evaluate an applicant's potential.
- Applicants must initially meet established height/weight criteria to enlist. Prior to shipping to Recruit Training they must pass an initial physical fitness test that involves a 1.5 mile run, pull-ups (male) or flex arm hang (females), and the completion of a set number of crunches. Being prepared to a minimum standard to begin Recruit Training is critical to successful completion and injury prevention.

Role of the Delayed Entry Program (DEP) in Transformation

Recruiting efforts are not only focused on finding and enlisting quality young men and women, but also on better preparing them for Recruit Training through the delayed entry program (DEP). Once a young man or woman enlists into the Marine Corps, he/she is in the DEP until they ship to Recruit Training. As with the rest of our Corps, the DEP is a zero-tolerance, drug free environment. The DEP emphasizes physical conditioning, study of basic military knowledge, and exposure to Marine Corps history, customs, and traditions. Recruits also introduce Recruits to our core values of Honor, Courage, and Commitment through their personal example and informal instruction. The end result is a Recruit who is better prepared and more focused on the upcoming challenges and rigors of boot camp.

⁷ ALMAR 160/157, Entry Level Training Changes, 09 May 97

Chapter 4

Phase II – Recruit Training: Values Based Training

"The values of Honor, Courage, and Commitment—Imprinted on their Souls during Recruit Training and Strengthened Thereafter—Mark a Marine's Character for a Lifetime."

- General J. T. Conway, 34th Commandant of the Marine Corps

What is Values Based Training? *See proposed modification*

Values based training (VBT) is the method by which we thread our Marine Corps core values throughout Recruit Training. It encompasses the foundational aspects of the training continuum that prepares Marines to make ethical and moral decisions over their careers and during their lifetimes. VBT also serves as the adhesive that bonds our core values to our organizational values.

Organizational values such as "Every Marine a Rifleman," "First to Fight," tradition, fitness, teamwork, take care of our own, and small unit leadership define who we are as Marines. The end state, from a Recruit Training perspective, is a Marine with the fundamental character and warrior ethos, who is committed to our core values in service to the country.

What is Character?

*"Marines are men and women of character, widely recognized for their moral excellence, selfless courage, committed principles, and sound judgments. Character can be described as a "moral compass" within one's self that helps us make right decisions even in the midst of the shifting winds of adversity."*⁸

- General C.C. Krulak, 31st Commandant of the Marine Corps

Character is a combination of the traits and values, especially in the moral dimension, that define or distinguish an individual and/or organization. Without fundamental character strength and sound judgment success is short-lived. Character makes a person outstanding and guides Marines in ethical decision-making – both in combat and in garrison. Character development is a life long process that begins in childhood and continues through life experiences, training, education, and mentoring. Our goal is to ensure that every Recruit and new

⁸ ALMAR 248/06, Character, dated 09 Jul 96

Marine understands and takes personal ownership of the values and character traits that have sustained the rich legacy and success of the Marine Corps.

What is our Warrior Ethos?

One of the distinguishing and defining traits of Marines is their commitment to our core values and our warrior ethos. Ethos means the distinguishing character, sentiment, moral nature, or guiding beliefs of a person, group, or institution.⁹ When we say we have a warrior ethos, it means our character or fundamental values are focused on being warriors. "Marines fight and win – that's what we do, that's who we are. To be a Marine is to do what is right in the face of overwhelming adversity."¹⁰ It's upholding our core values and demonstrating honor through integrity, doing what is right, morally and legally, taking responsibility for our actions, and holding ourselves and others accountable for their actions.

Warriors are professionals and part of a profession of arms. It's not just what we do; our ethos is who we are and what we believe. Although war is violent, chaotic and destructive, the warrior is guided in all actions by principles and values that are embraced within the Corps and the Nation. For this reason, warriors earn trust and respect from those they serve and defend.

Major General John A. Lejeune, our 13th Commandant of the Marine Corps, captured the essence and importance of maintaining a warrior ethos and the trust and confidence of the American people with the following words:

"In every battle and skirmish since the birth of our corps, Marines have acquitted themselves with the greatest distinction, winning new honors on each occasion until the term 'Marine' has come to signify all that is highest in military efficiency and soldierly virtue."

This high name of distinction and soldierly repute we who are Marines today have received from those who preceded us in the corps. With it we have also received from them the eternal spirit which has animated our corps from generation to generation and has been the distinguishing mark of the Marines in every age. So long as that spirit continues to flourish Marines will be found equal to every emergency in the future as they have been in the past, and the men of our Nation will regard us as worthy successors to the long line of illustrious men who have served as "Soldiers of the Sea" since the founding of the Corps."¹¹

⁹ Merriam Webster On-Line
¹⁰ CMC White Letter No. 02-07, Warrior Ethos
¹¹ Marine Corps Order No. 47 dated 1 November 1921

How do we transform Character and Develop a Warrior Ethos through Values Based Training?

The character and warrior ethos of every Marine is transformed through understanding and adhering to our core values of Honor, Courage, and Commitment, and by upholding our leadership traits and principles. Recruits gain a true understanding of these values through training that focuses on their mental, moral, and physical development. That said, Dis cannot start from scratch. The young man or woman who shows up on the yellow footprints must have the individual values on which to build the character and warrior ethos our Nation requires to "Win Battles." Figure 1 provides an overview of this process.

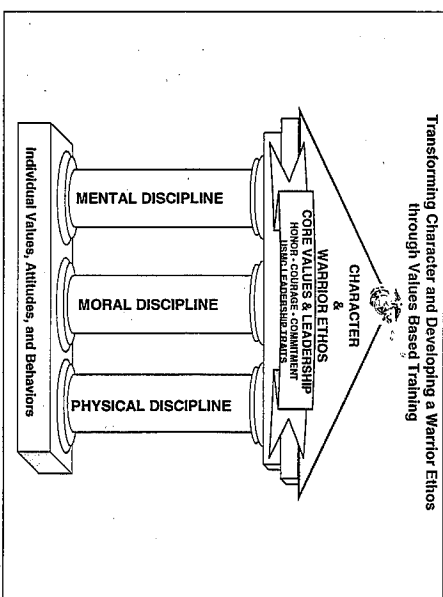


Figure 1

• Individual Values, Attitudes, and Behaviors – the Foundation

Values are basic ideas about the worth or importance of people, concepts, or objects. Values form the center of a person's character and will ultimately serve as the bedrock of a Marine's character. Values affect our everyday life and help determine our attitudes and behavior. As we grow and mature from a child into adulthood, our individual values and behaviors are shaped by our parents or care giver, our teachers and education, our spiritual faith, our friends, and our experiences. The mission of a Marine Recruiter is to find young men and women who have the demonstrated individual values, attitudes, and behaviors that will support the transformation process and the desire to earn the title "Marine". This is accomplished through values based screening that reviews each prospective applicant mentally, morally, and physically and ensures adherence to established enlistment criteria.

- **Mental, Moral, and Physical Discipline**

The pillars of mental, moral, and physical discipline in Figure 1 represent the primary means Recruit Trainers use to transform or refine the values and fundamental leadership traits of Recruits. In this model, discipline is defined as "training that corrects, molds, or perfects the mental faculties or moral character."¹² This is also applicable to the physical dimension.

- Mental discipline is focused on the development of the warrior mind through discipline (control gained by enforcing obedience or order) and through a commitment to learn the profession of being a warrior.
- Moral discipline is focused on the development of a warrior spirit. Strength, actions, and behavior guided by our values and leadership traits and principles lead to sound judgment and the moral courage to do the right and honorable thing.
- Physical discipline is focused on the development of the warrior body. Training is structured to develop the physical strength, confidence, and physical courage required to succeed in combat and withstand hardship and obstacles in any clime or place.

- **Values – Our Core Values**

Figure 1 highlights the significance of our core values and leadership in developing the character and warrior ethos of Marines. Given that the young men and women who report to Recruit Training come with various values, experiences and education, it's important to establish a *common set of values* that all Marines must embrace and uphold in order to accomplish the mission and take care of each other. The definitions and key attributes of our core values are reinforced, applied, and evaluated throughout the Recruit Training process.

Honor, Courage, and Commitment were firmly established as our core values in 1996 under our 3rd Commandant of the Marine Corps, General C.C. Krulak.

*"Honor... Courage... Commitment... Core Values instilled in every Marine. Instilling values is an integral part of making Marines and, as a component of readiness, is essential to winning battles. Core Values inculcation begins with the first contact a potential Marine has with a recruiter, is driven home from the very first eyeball-to-eyeball experience with a Drill Instructor at... Recruit Training, and continues throughout the course of a Marine's career – be it 3 or 30 years. Semper Paratus... the Marines pledge to always be faithful to these values and to God, family, country, Corps. Our Core Values remain the very soul of our institution, underlying all that is best in Marines, and must continue to frame the way we live and act as Marines."*¹³

¹² Merriam-Webster Online Dictionary

¹³ ALMAR 439/06, Implementing Instructions for the Marine Corps Values Program, 16 Dec 96

At Recruit Training, the following definitions for Honor, Courage, and Commitment are taught, discussed, and evaluated.

- **Honor:** To live your life with integrity, responsibility, honesty, and respect. Key attributes of Honor are:
 - Integrity: To do what is right legally and morally.
 - Responsibility: To be accountable for all actions and inactions.
 - Honesty: To be trustworthy: to never lie, cheat, or steal; nor tolerate those who do.
 - Respect: To value human life and dignity, our customs and courtesies, and our proud heritage.
- **Courage:** The mental, moral and physical strength to do what is right in the face of fear, uncertainty or intimidation. Key attributes of Courage are:
 - Mental Strength: A disciplined mind committed to personal and professional excellence.
 - Moral Strength: A warrior spirit guided by our values, leadership traits and principles.
 - Physical Strength: A body conditioned to succeed in combat and withstand hardships in any clime or place.
- Two Types of Courage
 - **Moral Courage:** To do what is right despite peer pressure, fear, shame, humiliation, and other possible consequences.
 - **Physical Courage:** Overcoming fear of injury or death; demonstrating endurance and withstanding the physical demands of training and battle; and overcoming adverse conditions, sleep deprivation, hunger, or injuries.
- **Commitment:** Unwavering, selfless dedication to mission accomplishment, and personal and professional responsibilities. Key attributes of Commitment are:
 - Unwavering: Firm resolution and unbendable perseverance.
 - Selfless: Place duty and others before self.
 - Dedication: Bound to an ideal: God, Country, Corps.

- **Leadership**

An essential element in the success of the Marine Corps is leadership. Leadership is the act of influencing others in such a manner as to accomplish the mission. Our 13th Commandant Major General John A. Lejeune defined leadership as the "the sum of those qualities of intellect, human understanding and moral character that enable a person to inspire and to control a group of people successfully."

The primary goal of Marine Corps leadership is to instill in all Marines the fact that they are warriors first; in essence, to maintain a warrior ethos. Leadership must occur at all levels and in all units. The primary objective of Marine Corps leadership is to develop leadership qualities of Marines to enable them to assume progressively greater responsibilities in the Marine Corps and society. Leadership training begins in Recruit Training and continues through a Marine's service. The focus of our leadership training is for each Recruit to begin to understand and apply our time-tested leadership traits and principles.

Recruits learn, through the modeling and example of their DIs and staff, that our core values are demonstrated and exemplified through our Leadership Traits and Principles. Leadership guides our daily actions.

- **Leadership Traits**

Our leadership traits serve as the foundation to Leadership. They include¹⁴:

- Judgment: The ability to weigh facts and possible courses of action in order to make sound decisions.
- Justice: Giving reward and punishment according to the merits of the case in question. The ability to administer a system of rewards and punishments impartially and consistently.
- Dependability: The certainty of proper performance of duty.
- Initiative: Taking action in the absence of orders.
- Decisiveness: The ability to make decisions promptly and to announce them in a clear, forceful manner.
- Tact: The ability to deal with others without creating hostility.
- Integrity: Uprightness of character and soundness of moral principles. The quality of truthfulness and honesty.
- Enthusiasm: The display of sincere interest and exuberance in the performance of duty.

¹⁴ MCRP 6-11B w/ Ch. 1, Marine Corps Values – A Leaders Discussion Guide, Chapter 15, Appendix A

- **Leadership Principles**

Our core values are also manifested through the demonstration of our leadership principles. Our principles are developed by the use of Leadership Traits.

- Endurance: The mental and physical stamina measured by the ability to withstand pain, fatigue, stress, and hardship.
- Loyalty: The quality of faithfulness to country, the Corps, and unit, and to one's seniors, subordinates, and peers.
- Knowledge: Understanding of a science or an art. The range of one's information, including professional knowledge and understanding of one's Marines.
- Courage: The mental quality that recognizes fear of danger or criticism, but enables a Marine to proceed in the face of it with calmness and firmness.
- Honor:
 - Set the example
 - Develop a sense of responsibility among your subordinates
 - Seek responsibility and take responsibility for your actions
- Courage
 - Make sound and timely decisions
 - Employ your unit in accordance with its capabilities
- Commitment
 - Be technically and tactically proficient
 - Know yourself and seek self-improvement
 - Know your Marines and look out for their welfare
 - Keep your Marines informed
 - Ensure the task is understood, supervised, and accomplished
 - Train your Marines as a Team

It's noted that classifications are not rigid and can be applied to other core values in a variety of situations.

Chapter 5

How we Make Marines – Values Based Training Methodology

The transformation of Recruits into Marines occurs in a 12-week process. Training is guided by established Marine Corps Common Skills (MCCS) standards and a Program of Instruction (POI) that articulates the performance steps and learning objectives for which every Marine is to demonstrate proficiency or mastery.

Systems Approach to Training (SAT)

The Marine Corps Training and Education Command utilizes a systems approach to training. Fundamental to the learning process is the understanding of the domains of learning.¹⁵

- Cognitive Domain (MIND) – includes all intellectual processes from knowing to evaluating.
- Psychomotor Domain (BODY) – includes the physical performance of a task.
- Affective Domain (SPIRIT) – includes values, attitudes, beliefs, emotions, motivation, and interests. This domain includes emotional responses rather than intellectual ones; it is the most difficult to describe and assess.

The POI for Recruit Training is designed to account for and maximize instruction across these domains. The most challenging of the three is the Affective Domain. To achieve the mission of “making Marines who are committed to our core values in service to the country,” Recruit Trainers focus on the Affective Domain. The approach uses various levels of learning.

- Level 1 - Receiving. Recruits initially receive Introduction to Core Values and Ethics classes during a formal period of instruction. These classes are followed up with interactive core value discussions (CVDs) at the platoon level. The CVDs reinforce key points and allow the platoon and company leadership to provide real-life examples or scenarios in an interactive environment with Recruits. Following the introductory classes, each core value is examined in a separate period of instruction that further defines its key attributes and applicability to Marines. These classes are again reinforced with various CVDs.

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¹⁵ Systems Approach to Training Manual, Chapter 6, Section 5

- **Level 2 – Responding.** The CVD promotes frank discussion and the expression and dissection of the Recruits views and thoughts. Recruits are further expected to demonstrate or apply our core values and ethical decision-making to everything that they do in Recruit Training. They are closely evaluated by their Senior Drill Instructor (SDI) to ensure that each understands and begins to apply our core values. Leadership is developed by the assignment of Recruits to billets such as Squad Leader or Guide.
- **Level 3 – Valuing.** As training progresses, the application of core values continues. CVDs again play a key role. Through the training cycle, Drill Instructors (DIs) model the behavior expected and demand the same of their Recruits.
- **Level 4 – Organization.** The importance of teamwork becomes apparent. Recruits are given more responsibilities to exercise small unit leadership and demonstrate our core values and leadership traits. Their DI team continues to model the desired behavior and balances their interaction between Instructor and Coach.
- **Level 5 – Characterization by a Value.** During the later weeks of training and culminating in a final evaluation, the Crucible, Recruits are provided further opportunities to demonstrate how well they have embraced our core values, leadership traits and principles.

Figure 2 captures the application of the SAT process within the Affective Domain.

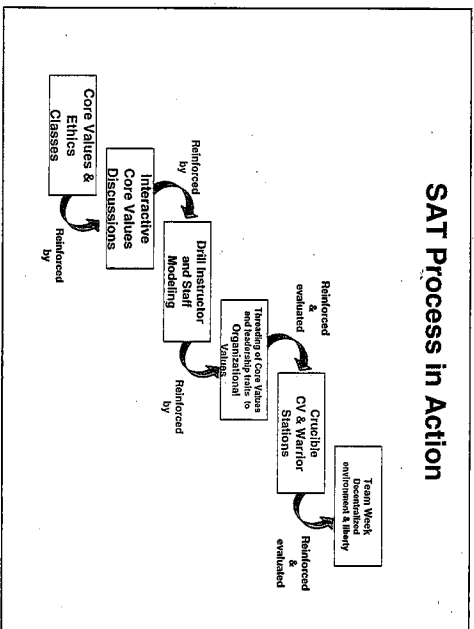


Figure 2

Values Based Training Phases

Figure 3 captures the VBT Training Methodology in support of Transformation by phases and weeks.

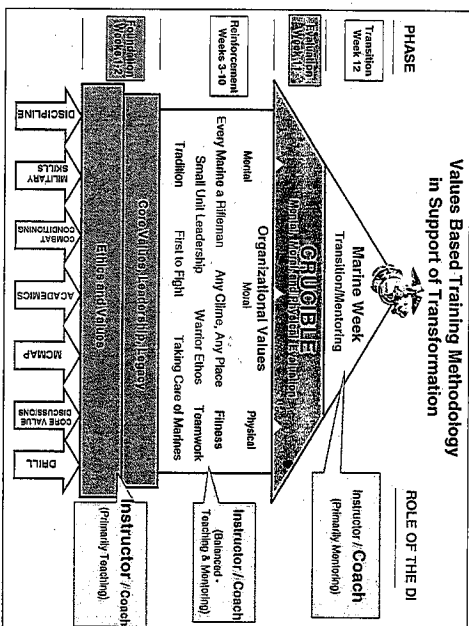


Figure 3

The Tools to Building Character and a Warrior Ethos

The arrows at the bottom of Figure 3 are the primary tools used to strengthen the mental, moral, and physical discipline of Recruits so that each ultimately understands and embraces our core values and leadership traits and principles. The end state is a Marine with the transformed character and warrior ethos to accomplish any mission and be a productive citizen.

- **Discipline:** Focuses on the mental development of Recruits. The DI teaches discipline and respect by providing firm guidance and direct counseling in a fair and dignified manner. Dis sets the example for Recruits to emulate through modeling. They insist upon instant obedience and response to commands and orders. They instill a sense of urgency in accomplishing all tasks. Finally, they continuously reinforce and mentor Recruits on the importance of discipline and good order as a fundamental element of individual and unit success.
- **Drill:** Close order drill focuses on both the mental and physical strengthening of Recruits. It is a key component in developing discipline, esprit de corps, and teamwork. The objective of close order drill is to teach Marines by exercise to obey orders and to do so

immediately in the correct way. Additionally, it is a tool used to develop confidence and troop leading abilities in our subordinate leaders. The "esprit de corps" of every Marine has been brought about by their ever-present feeling of pride, not only in their unit, but also in themselves.¹⁶

- o Combat Conditioning: Combat Conditioning is focused on building the physical and mental discipline of Recruits. It is the primary tool used to raise a recruit's physical fitness and confidence to the level required to succeed in combat. The goals of combat conditioning include traditional health-related physical adaptations such as cardiovascular endurance, muscular strength and muscular endurance, as well as performance-related adaptations that are essential for success in the modern military environment such as power, speed, agility, balance and coordination.

- o Academics: Academic instruction is focused on developing the mental and moral discipline of Recruits. Recruits receive formal classes on ethics, Marine Corps Core Values, Marine Corps History, First Aid, Customs and Courtesies, Interior Guard, and Marine Corps Policies and moral conduct to include topics such as sexual harassment, equal opportunity, hazing, fraternization, and substance abuse.

- o Marine Corps Martial Arts Program (MCMAP): MCMAP is an integrated Martial Arts program designed for Marines. MCMAP is a synergy of mental, character, and physical disciplines with application across the full spectrum of combat from nation building to major combat operations. In concert with proven Marine Corps leadership, rigorous training in these three disciplines enhances the Marine both on and off the battlefield. The mental and character disciplines – the bedrock of the program – assist greatly in developing leaders and citizens imbued with our core values of honor, courage, and commitment, and schooled in the warrior ethos. The character discipline stresses the importance of the Marine's place as a warrior on the battlefield and as a functional member of society. The physical discipline promotes confidence, competence, and fitness in the individual Marine and cohesion in the unit.¹⁷

- o Military Skills Training: Recruits receive extensive marksmanship and basic field skills training by combat skills instructors to further develop their mental and physical discipline and our warrior ethos. Two key attributes of the core value, Commitment, are competence and teamwork. Recruits are expected to demonstrate proficiency or competence in specified Marine Corps Common Skills. At the heart of the military skills training is our organizational value of "Every Marine a Rifleman." No matter a Marine's assigned military occupational

specialty, every Marine is expected to have the skills to handle basic offensive and defensive operations.

- o Core Value Discussions (CVDs): CVDs are an integral component in the development of moral discipline and strength. CVDs are interactive discussions at the platoon level that reinforce how our core values, leadership traits and leadership principles help influence our actions and behaviors. Scenarios, case studies, medal citations, and personal examples and experiences are used to provoke thought and dialog on what our core values truly mean and how they can guide us in making ethical decisions. The topics and discussions are structured to allow each Recruit to conduct an individual diagnostic or examination of his or her values. Although Senior Drill Instructors (SDIs) bear the primary responsibility for leading CVDs, Recruits also have interactive discussions with their officers, first sergeant, and DI teams. The CVDs also provide DIs a means to assess each Recruit's understanding of values and provide insight into the Recruit's character.

• **Foundation**

The foundation phase in Figure 3 begins the building of mind, body, and spirit. Recruits are introduced to values and how values are developed. In their CVD they will talk about what values they held prior to reporting to Recruit Training and how values are shaped. Recruits will then be introduced to the Marine Corps' Core Values of Honor, Courage, and Commitment. Each core value is defined with its key attributes. The formal classes are followed by individual, interactive CVDs that reinforce definitions and focus on the moral conduct expected of Marines. Recruits are also introduced to ethics and ethical decision making as well as our Leadership Traits and Principles. In addition, academic classes are provided in Marine Corps History, First Aid, Interior Guard, Customs and Courtesies and Uniform Regulations.

Our Chaplain Corps plays a key role in both ethics training and spiritual support of Recruits. "God, Corps, and Country" is a slogan echoed throughout the years and spiritual faith has sustained many Marines, Sailors, Soldiers, and Airmen in combat, hardship, or separation from love ones. Recruits are provided a class on the role of spirituality and are offered the opportunity to attend weekly religious services.

Physical strengthening of the body is conducted daily through a progressive building block approach to combat conditioning. When not in the classroom or on the PT field, Recruits continue to build discipline, a sense of teamwork, and a warrior spirit through martial arts training, drill, and the basic daily routine within their squad bays.

DIs are with their Recruits everywhere they go. They lead by example and demand instant obedience to orders and teamwork in everything that is done. As

¹⁶ MCO P5060.20 w/ChI, Marine Corps Drill and Ceremonies Manual
¹⁷ MCO 1500.54A, Marine Corps Martial Arts Program

highlighted on Figure 3, during this Phase, DIs are primarily in the Instructor or teacher role. Core Value attributes (such as Integrity, Self-Discipline, Teamwork, and Competence) are reinforced or threaded through everything that a Recruit does.

• Reinforcement

The reinforcement phase in Figure 3 is focused on the application of our core values, leadership traits and principles, moral and ethical decision making, as well as the development of basic warrior skills. The DI Team continues to develop the moral discipline of Recruits through interactive CVDs on such topics as Law of Land Warfare, physical courage, sexual harassment, substance abuse, and operational risk management. Recruits continue to build their warrior ethos through marksmanship and basic warrior training. Recruits are assigned to leadership billets in garrison and in the field to apply the leadership traits and principles. Physical strength and confidence continue to be developed through a progressive combat conditioning program, combat water survival training, and application in a field training environment. During the reinforcement phase, the DI begins to balance his or her role between Teaching and Coaching.

• Evaluation

Evaluation of Recruits is continuous through the 12 weeks of training. At the completion of each phase of training, Recruits are mentored or counseled on their ability to demonstrate or adhere to our core values by their DI Team. This evaluation will eventually lead to the final Conduct Marking a graduating Marine will receive. In order to graduate, a Recruit must meet seven specific graduation requirements which contribute to his/her Proficiency Marking. These requirements are:

- Earn a tan belt in MCMAP
- Successfully complete combat water survival requirements
- Qualify with the service rifle
- Pass (80% or higher) two written academic tests and a practical application test
- Pass the Marine Corps Physical Fitness Test (PFT)
- Pass the Battalion Commander's Uniform Inspection
- Pass the moral, mental, and physical evaluation of the Crucible

The Crucible is a 54-hour field training exercise consisting of six day events (including three core value stations), two night events and a final nine-mile hike. The evaluation consists of a series of physical, mental, and moral challenges conducted in an environment filled with adversity, fiction, and hardship.

Figure 4 provides a graphic overview of this three day culminating event.

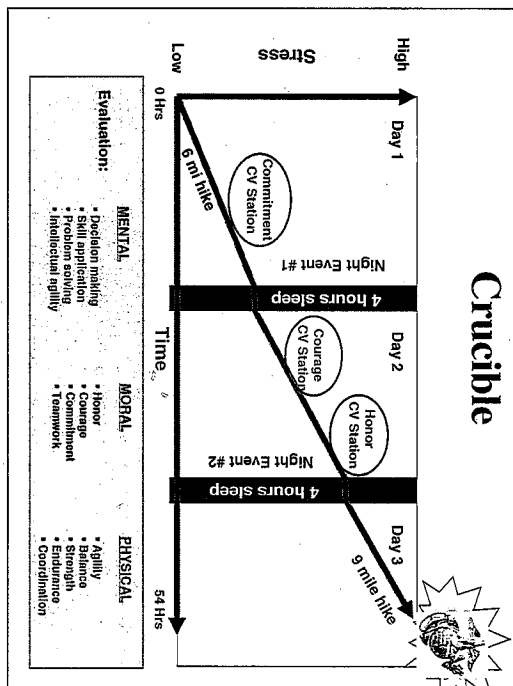


Figure 4

The Crucible is designed to emphasize the importance of teamwork and adherence to our Core Values, leadership traits, and leadership principles under arduous and stressful conditions. Recruits must pass at least 80% of the required events. Their team leader, a DI, evaluates recruits mentally, morally, and physically per the following criteria:

Honor: The Recruit demonstrates integrity, honesty, military bearing and respect for fellow Recruits. The Recruit takes responsibility for his/her actions or the actions of his/her team when designated the leader, wears the uniform with pride, and demonstrates maturity and sound judgment.

Courage: The Recruit demonstrates mental and physical strength, and self-discipline, to include endurance and overcoming fatigue and muscle pain in the completion of physical tasks and obstacles. The Recruit also demonstrates mental and moral strength by taking action in the absence of specific direction or guidance; maintaining composure under pressure; setting the example; displaying loyalty to the unit; and refusing to "cut corners" despite fatigue and less supervision.

Commitment: The Recruit demonstrates a sincere desire for self-improvement and knowledge. He/she also demonstrates teamwork (helps other Recruits), dedication, selflessness, enthusiasm, and motivation.

Chapter 6

Leadership in Transformation

It is during the Crucible that the Recruit demonstrates that he or she has embraced our core values of Honor, Courage, and Commitment and the essence of our warrior ethos. It is the defining moment of Recruit Training – it is also an event that Recruits can fail and ultimately be discharged for failing to demonstrate the character and warrior ethos we expect of Marines.

• Transition

The transition phase begins at the Emblem Ceremony immediately following the completion of the nine-mile Crucible hike. In this ceremony, the Company First Sergeant talks to the new Marines as a mentor and leader, highlighting where they've been and what expectations the future holds for them as Marines. The Recruits are then asked if they accept the challenge and responsibility that accompany the title of Marine and, after answering in the affirmative, each Recruit is personally presented the Eagle, Globe, and Anchor by his/her DI and called Marine for the first time. The new Marines also have their Oath of Enlistment re-administered by their Company Commander, reminding them of their obligation to support and defend the Constitution of the United States.

Following the Emblem Ceremony, the new Marines celebrate their accomplishment with a Warrior's Breakfast. This is the start of Marine Week where the new Marines begin the transition from recruits operating in a closely supervised, tightly controlled environment to Marines responsible for demonstrating initiative, judgment and good decision-making in a more decentralized environment. They now refer to their DIs by rank and can speak in the first person. They are given additional leadership responsibilities and receive less supervision. In addition to turning in gear and preparing for the graduation ceremony, these new Marines are mentored by former Marines about our legacy and are reminded of the conduct expected while on boot leave, at the School of Infantry or Marine Combat Training, and during the remainder of their service as a Marine.

Family Day occurs the day prior to Graduation. It begins with a Motivation Run and is followed by a Family Day brief and on-base liberty. The transformation is probably most apparent to the new Marine's family members and their Recruiter. The final event is Graduation, an opportunity to showcase discipline, teamwork, and esprit de corps. It is a day no Marine forgets.

"Leadership is the sum of those qualities of intellect, human understanding, and moral character that enables a person to inspire and control a group of people successfully."

- MajGen John A. Lejeune, 13th Commandant of the Marine Corps

"Marine leaders must do what they have always done to coach, train, and inspire their Marines. Each level of leadership, if we are to function as a well-oiled machine, has a role in mission accomplishment."¹⁸

- General J. T. Conway, 34th Commandant of the Marine Corps

Transformation and Values Based Training cannot successfully occur without leadership. As previously stated, our core values are demonstrated and exemplified by Marines, Sailors, and civilians who model our leadership traits and principles. Leadership, at all levels, and in all commands, is paramount to achieving our mission of making "Marines who are committed to our core values in service to the country."

In Phase I and Phase II of Transformation, Recruiting and Recruit Training respectively, leadership by our officers, Sergeants Major and First Sergeants, and our SNCOs and NCOs is vital to sustaining our Corps in its broader mission of "Making Marines".

Recruiting: Command Structure and Roles/Responsibilities

Marine Corps Recruiting Command, commanded by a Major General in Quantico, Virginia, is composed of two Regions. The Commanding General for each Marine Corps Recruit Depot also serves as the Commanding General for each respective Recruiting Region. Each Region is comprised of three Recruiting Districts led by a Colonel and a Command Element. Each District has approximately eight Recruiting Stations led by a Major and a Command Element. Figure 5 is a graphic overview of the Command Structure of Marine Corps Recruiting Command.

¹⁸ General J.T. Conway, "Noncommissioned Officers Will Win This War", November 2007 Leatherneck Magazine

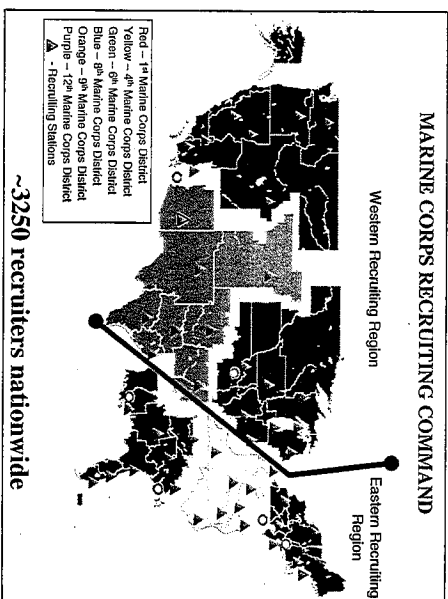


Figure 5

Recruiting Stations are where the rubber meets the road. These Recruiting Stations are directly responsible for training, leading, and mentoring Recruiters once they've graduated from Recruiter school. Roles and responsibilities of Recruiters School, a Recruiter, and a Career Recruiter are provided.

• Recruiters School

The mission of Recruiters School, located at MCRD San Diego, is to prepare Marine NCOs and SNCOs for duty as a Recruiter. It is a demanding 7 week course. Recruiters learn and are evaluated on their mastery of communication skills, professional selling skills, telephone and area canvassing techniques, benefit tags, and high school presentations. Values based screening and the adherence to our core values is continuously reinforced throughout the curriculum.

• Recruiter

The Recruiter is the face of the Marine Corps in our communities and schools. It is through the Recruiter's leadership and example that many young men and women are inspired to take on the challenge to become a United States Marine. Recruiters must screen each potential applicant in a manner that upholds our core values through Values Based Screening. Fraudulent enlistments are not tolerated. The Recruiter's example is pivotal to modeling the conduct that will be soon expected of Recruits. Recruiters must also establish strong relationships with parents to help educate them about the Marine Corps and gain their support for their son/daughter becoming a Marine.

• Career Recruiters

The Career Recruiter, an experienced Recruiter who volunteers to remain permanently assigned in the Recruiting field, is the center of gravity for training and leading Recruiters in the accomplishment of the mission at our Recruiting Stations and Districts. Their leadership and adherence to Values Based Screening serve as an example to both Recruiters and applicants.

Recruit Training: Command Structure and Roles and Responsibilities

The Recruit Training Regiment, led by a Colonel and a Command Element at each Marine Corps Recruit Depot, is responsible for the transformation of young men and women into basic Marines. Figure 6 is an overview of the composition of the Recruit Training Regiment. 1st, 2nd, and 3rd Recruit Training Battalions are responsible for the training and transformation of male Recruits. 4th Recruit Training Battalion is responsible for the training and transformation of female Recruits (only conducted at Parris Island). Support Battalion serves a unique role in general support to Regiment. Support Battalion is composed of three Companies with the following missions:

- Recruit Processing Company is responsible for conducting recruit receiving (the Yellow Footprints), processing (to include dental and medical screening), and administration to include the discharge process for Recruits unable to complete training.
- Special Training Company is responsible for coordinating with Navy medical personnel for necessary medical care and rehabilitation for injured and ill Recruits and basic Marines. They also provide physical conditioning to recruits who arrive unable to meet initial physical fitness standards.
- Instructional Training Company is responsible for the training and testing of recruits in water survival and martial arts. They also provide academic instruction and testing as well as monitor the physical fitness test and combat conditioning test administered to Recruits.

A Recruit Training Company, as part of a Recruit Training Battalion, is the primary training unit.¹⁹ Each Company is led by a Company Commander and his/her senior enlisted advisor, a First Sergeant. A Company is composed of two Series consisting of two to four platoons in each series that is led by a Series Commander and his senior or most experienced Marine, the Series Gunnery Sergeant. The Company Leadership team is responsible for the day-to-day training, safety, and health of Recruits and DIs.

¹⁹ Note: Females train on a series vice company track based on number of women who enlist in the Marine Corps. A Company in 4th Recruit Training Battalion will have two series at different stages or weeks of training.

Recruit Training Regiment

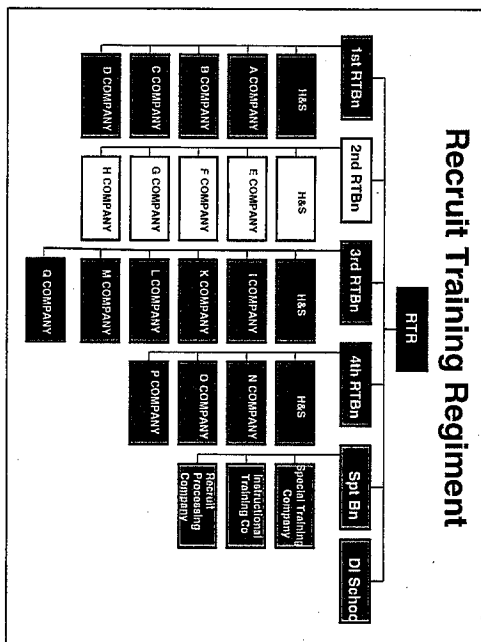


Figure 6

The roles and responsibilities of the Drill Instructor School, Officers, Senior Enlisted Advisors, and DIs within the Recruit Training Regiment are provided.

• Drill Instructor School

The mission of Drill Instructor School is to further develop the leadership, knowledge, command presence, physical condition and instructional ability of selected non-commissioned and staff non-commissioned officers in order to successfully perform the duties of a DI. Simply put, it trains the trainers. The VBT methodology for training DIs that is highlighted in Figure 7 parallels the Recruit Training process. The curriculum has a heavy emphasis on core values. First, an experienced staff of DIs ensures that each student understands our core values. This is accomplished through academic classes, CVDs, modeling, mentoring, and observation of the Crucible. Second, each DI student must effectively and convincingly deliver core values instruction. Students are provided classes in techniques of military instruction and practice leading interactive CVDs. Last, each DI student is evaluated on their personal ownership of core values. It's difficult to imprint core values on the souls of new Marines if their DIs don't believe in and demonstrate them. Personal ownership is evaluated through participation in classes, CVDs, instructor and peer evaluations, performance review boards, and a core values inventory.

VALUES BASED TRAINING AT DI SCHOOL

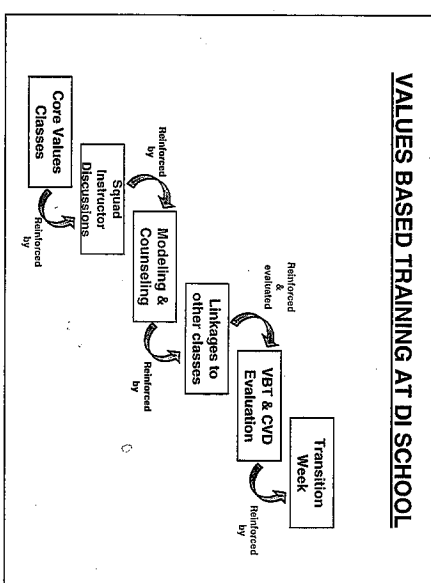


Figure 7

Drill Instructor School not only prepares Marines for arduous duty as a Marine Corps DI, but additionally hones their skills as professional Marines and prepares them to be the future enlisted leaders of the Corps. The Marines who successfully complete Drill Instructor School not only will shape the future of the Marine Corps as they train future Marines, but when they return to the Operating Force, they will be the Marines who will lead our Corps.

• Drill Instructor (DI)

The DI is the central figure for recruits and the leadership bedrock upon which we base Recruit Training. The DI's role is to lead by example as a teacher, scholar, and mentor, and to be totally immersed in the process of making a basically trained Marine. A DI's conduct must be above reproach. They must professionally lead, foregoing use of fear and intimidation techniques, in order to foster trust and confidence by subordinates.

• Senior Drill Instructor (SDI)

The SDI leads and supervises a team of DIs, and serves as the primary mentor for Recruits. The SDI is the most influential Marine DI in a Recruit's training. He or she is the catalyst for transformation. The SDI is responsible for the training and health of the platoon. The SDI is the center of gravity for the development of moral discipline and character through the conduct of CVDs throughout the training cycle. The SDI's experience, leadership, and ability to mentor Recruits in what our core values mean and how we apply them to everything that we do is critical to mission accomplishment. The SDI is also responsible for ensuring Recruits are properly evaluated throughout training.

- **Senior Enlisted Advisors**

The First Sergeants and Sergeants Major are the backbone of the Recruit Training process. Their leadership and experience ensure that DIs are highly trained and performing their demanding duties in accordance with standards and regulations. They also play a vital role in mentoring and advising Commanders at all levels on training, conduct, and the morale of their Marines. Based on the fact that all First Sergeants and Sergeants Major assigned to Recruit Training are former successful DIs, the role these Marines play both in teaching DIs and advising officers cannot be understated in the transformation of young men and women into Marines.

- **Officers**

Officers at all levels are responsible for leading their units in the accomplishment of the mission by ensuring their Marines are properly trained, enforcing regulations such as the Recruit Training Order (RTO), and taking care of their Marines and families and their Recruits. Officers must lead by example and model our core values within their units. They are responsible for maintaining good order and discipline of the unit, and the objectivity and integrity of the Recruit Training process. Given the uniqueness of the Recruit Training environment, officers are encouraged to work closely with their senior enlisted advisors and their series gunnery sergeants in order to better perform their duties, as well as coordinate with outside agencies and adjacent units on training, administrative, and logistical requirements. Teamwork is essential. They are ultimately responsible for ensuring the health, safety, and welfare of Recruits and Marines during the conduct of training. Officers must also ensure that Marines are appropriately mentored and counseled, recognized and rewarded for outstanding achievements, provided fair, timely, and accurate fitness reports, and, when necessary, disciplined for violations of the RTO or other orders and directives.

Weapons and Field Training Battalion

All Marines share a common warfighting belief: "Every Marine a rifleman." This simple credo reinforces the belief that all Marines are forged from a common experience, share a common set of values, and are trained as members of an expeditionary force in readiness. As such, there are no "rear area" Marines, and no Marine is far from the fighting during expeditionary operations. Combat ready Marines must be skilled in tactics and highly proficient in the use of firearms.

The Marines of Weapons and Field Training Battalion provide for the recruits basic instruction on the fundamentals of combat marksmanship and field skills in accordance with the Marine Corps Marksmanship and MCCS Programs. Combat Marksmanship instructors educate, train, and evaluate recruits in the skills and techniques that provide the foundation for all marksmanship principles. During Basic Warrior Training (BWT), field skills instructors educate, train, and evaluate

recruits in the skills and techniques that prepare them to function individually and within a fire team in a tactical field environment. The marksmanship and field skills instruction and training provided is the first step, within a training continuum, that prepares basic Marines to successfully perform during follow-on combat training at the Schools of Infantry.

Training Continuum – Maintaining our Warrior Ethos

"Our Core Values do not diminish our ability to fight and win; indeed, ethical conduct on the battlefield is a combat multiplier. Commanders at all levels must ensure all Marines understand the impact of ethical conduct on our mission in a counterinsurgency environment. The battlefields have changed, but our values will not. Counterinsurgencies, by their very nature, often blur the lines between friend and foe, but our values remain constant. Our enemy -- who is not bound by proportionality and kills without conscience -- does not change who we are or what we believe in."

- General J.T. Conway, 34th Commandant of the Marine Corps, White Letter 02-07, Warrior Ethos

Sustaining the Transformation and Maintaining our Warrior Ethos

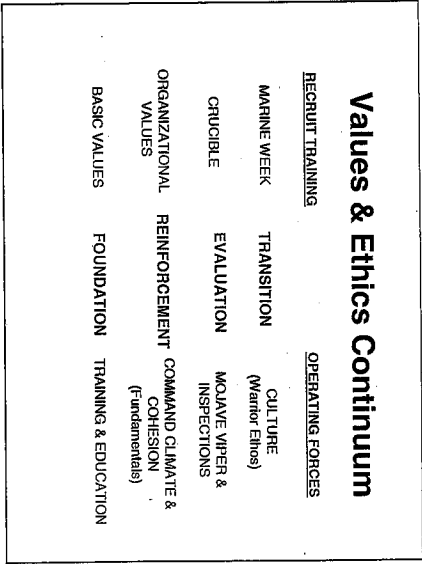


Figure 8

Figure 8 displays a graphic representation of how the Marine Corps can and will sustain our warrior ethos and sound judgment in combat and garrison.

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- **Foundation**

Recruit Training and the transformation of young men and women into Marines is the foundation upon which our warrior ethos is built. Foundations are meant to be the lowest and strongest support element on which structures are built. It is an integral step in the building process; however, it is not the end state. Training and education must be continuous throughout a Marine's career. Leaders throughout the Marine Corps must continuously hone the physical, mental, and moral discipline of their Marines through training and education.

Clearly, the most challenging to instill and refine is moral discipline. The moral aspect of leadership – personal understanding, embracing, and inculcating ethical conduct in others is far more difficult to develop in leaders and can be far more time consuming.²⁰ From a training and education perspective, our MOS schools, NCO Courses, SNCO Academies, and Career Courses, as well as The Basic School, Expeditionary Warfare School, Command and Staff College and War College, must each implement a robust VBT program with a steady drum beat on our core values, ethics, and laws of war.

- **Reinforcement**

Reinforcement of our warrior ethos and the character of Marines and Leaders must occur formally and informally. Commanders in the Operating Forces and Supporting Establishment must develop a command climate that builds cohesion of the unit. Fundamental to building cohesion is ensuring that Marine Leaders understand their responsibilities and serve as models and mentors. Long term success and mission accomplishment in any unit is based on ensuring strong programs are in place for family readiness, force preservation, maintenance, professional military education, and military occupational specialty (MOS) proficiency. Also, units specifically must address standards of conduct and how to deal with combat stress. Our core values and ethical conduct must be threaded through everything. Marines who are part of a team, know that their leaders care for them and their families, and have trust and confidence in their equipment and training will accomplish any mission.

*"Ethics training should not be seen as some supplement which one puts on top of other forms of military training late in the day when there happens to be a spare moment in the timetable. Ethics [and Values Based] training needs to be seen as something other than a burdensome compulsory duty. Rather it needs to be integrated into military training...as a fundamental part of the process of development professional soldiers [Marines]."*²¹

- **Evaluation**

In the operating forces evaluation occurs in many forms ranging from formal inspections up to the pinnacle training for deploying units, Mojave Viper. Evaluations can also be informally accomplished through inspections and use of tools such as command climate surveys. The ultimate measure of success or failure for any unit however, is its conduct in combat and in garrison.

- **Transition**

The Marine Corps must sustain and continue to build on our culture and warrior ethos to meet the challenges of the 21st century. Our values and character as an institution and as Marines are paramount to the development of an ethical mindset that will be required to succeed in any conflict or mission. Training, education, and continued emphasis on core values, leadership, and ethics in everything we do are keys to mission accomplishment. Various tools, such as case studies and education programs, are currently in development by the Lejeune Leadership Institute of the Marine Corps University. These tools will help to exercise and strengthen our "ethical muscle memory" as highlighted by our Commandant.

²⁰ Leadership, Ethics, and Laws of War Discussion Guide for Marines, Lejeune Leadership Institute 2008

²¹ Paul Robinson, Ethics Training and Development in the Military, *Parameters*, Spring 2007

Chapter 8

Conclusion

"Our values drive our actions as individuals. It is critical as Marines that we engage in a continuous process of study, education and training that maintains in each of us a level of personal character and ethical conduct that is in keeping with our institutional core values of Honor, Courage and Commitment. Once transformed, we must sustain that transformation. This is our personal and professional responsibility to our Corps' legacy keeping us ready to fight and win in any situation."

- SgtMaj Vizcarondo, Recruit Training Regiment

Beginning the Transformation addresses the "what, why, and how" of Phase I and Phase II of the Transformation process. All Marines, Sailors, and civilians are encouraged to read this document to better understand how we "Make Marines" with the foundation to "Win Battles." As stated in the Forward, the challenge is to remain committed to our mission and to continue to be engaged in the Transformation process. Everyone within the Eastern Recruiting Region and on this Depot plays a key role by emulating and modeling our values every day in everything that we do. We must set the example.